

Ethical persuasion

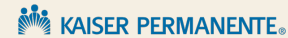
Tapping into human needs to motivate change

Erika Lenz

- Over 10 years of experience in agile implementation, including agile transformation and leadership coaching
- Coached and supported leaders for seven large transformations using various frameworks
- Certified agile coach, facilitator, leadership agility coach, Scrum professional, SAFe consultant, LeSS practitioner

Certifications

Agile Coach (ICP-ACC) • Agile Facilitator (ICP-ATF) • LeSS Practitioner
SAFe® 5 Program Consultant • Scrum Professional (CSP-SM and CSP-PO)
Scrum Master (CSM) • Scrum Product Owner (CSPO) • Scrum Foundations Educator



www.erikalenz.com

www.linkedin.com/in/erikalenz/

You're the first agilist.



Challenges to success

- Impatience and unrealistic expectations
- Unclear vision
- Connecting the silos
- Culture change
- Obtaining involvement from the business
- Time-sliced teams
- Teams lacking decision-making authority
- Failing to inspect and adapt
- Failing to pay attention to the infrastructure required
- Measuring the wrong things

HUMANS



ARE

COMPLICATED

**I'M GONNA BE A
DINOSAUR!**



Exercise: How do you usually persuade?



In small groups, share what you have tried to move teams or individuals to take action.

"Optimal persuasion is achieved only through optimal *pre*-suasion. In other words, to change “minds” a pre-suader must also change “states of mind.”

— Robert Cialdini

1. Rule of reciprocity

Obligation to give back to those who give to us.

It's not about what we receive but that we have received.

Motivation: Desire to relieve cultural pain

Example: Giving a customer a free 30-minute consultation

Ethical use: Ask for something, accept rejection, and then retreat to a smaller favor



Exercise: Reciprocity



In your group, come up with 2-3 ways you could create a healthy sense of reciprocity with people you are encouraging to change.

2. Scarcity

Uncommon

Unique

*Dwindling in
availability*

Motivation: desire to have, loss aversion

Example: "Two items are left & 5 people are looking"

Ethical use: give real information



Exercise: Scarcity



Come up with 2-3 resources that might be “scarce” for your teams. How might you use that reality to motivate change?

3. Role of liking

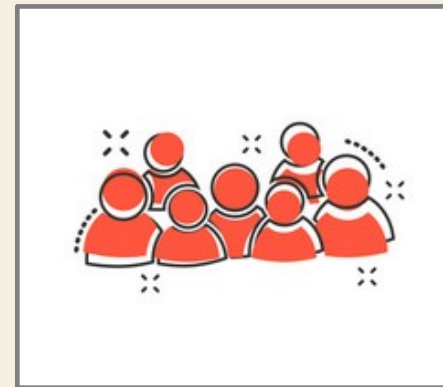
We like people who are like us.

We also like those who like us and say so.

Motivation: Social connection is important.

Example: "I hate it when things like this happen to good guys like you."

Ethical use: Be genuine



Exercise: Liking



Who does your team like? What do you like about your team? How could you express that?

4. Social proof

People just like you are doing it.

Motivation: Reduces uncertainty. Tells someone that it's the right thing, it's feasible, and others are more likely to approve of them.

Example: "80% of your neighbors are going solar"

Ethical use: Tell stories, build relationships with experienced practitioners



Exercise: Social proof



Discuss if you know any people just like your team who are doing agile or agile practices. How might you find them?

5. Authority

An authority of some kind rates the product / service / process

Motivation: Reduces uncertainty and is cognitively simpler. "I don't have to test or assess, if someone I trust does."

Example: "This technique is the highest rated in the market."

Ethical use: Determine who they trust and get real info.



Exercise: Authority



Who are the “authorities” about agile practice? Does your team trust them? Why or why not?

6. Commitment & Consistency

*We want to feel /
be seen as
consistent.*

Motivation: Social status depends on reliability.

Example: “Will you call if you have to cancel?”
(Pause for response)

Ethical uses: Ask for and wait for a commitment.
Make a small step & then ask for a larger, consistent
step.



Exercise: Consistency



Name one commitment that is hard to get from your team. How might you tap into their desire to be consistent?

7. Principle of unity

Shared social identity

Motivation: There's a difference between being "like" someone and being "of" a group

Example: "You and I are part of a group. Please help me."

Ethical use: Team building that includes group identity formation



Exercise: Unity



3 mins

What groups do members of your team share identity with? How might this motivate them?

Take-aways

- What “aha” did you have today?
- What could you possibly do with this information?

Exercise: What will you do?

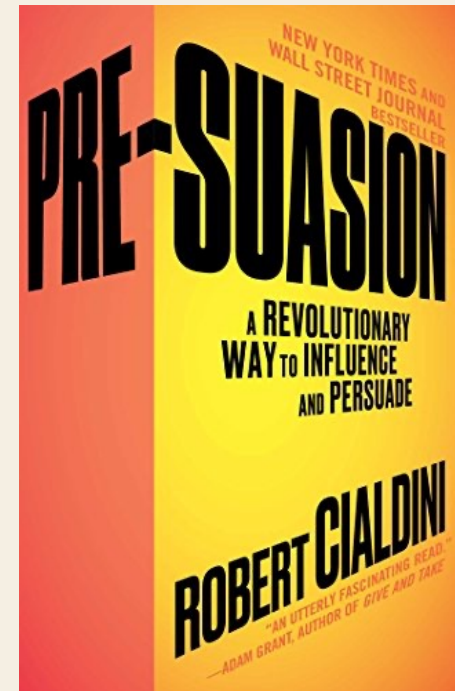
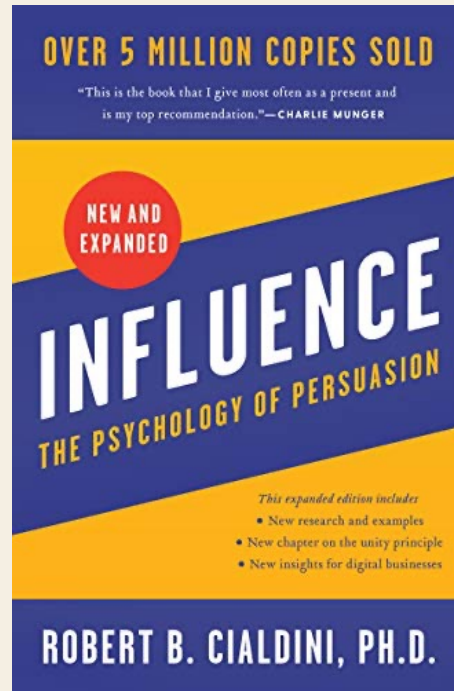


5 mins

In a round robin, ask each person in your group to answer the question:

“I intend to do [this] next.”

It’s ok to skip, if you need to.



Robert Cialdini

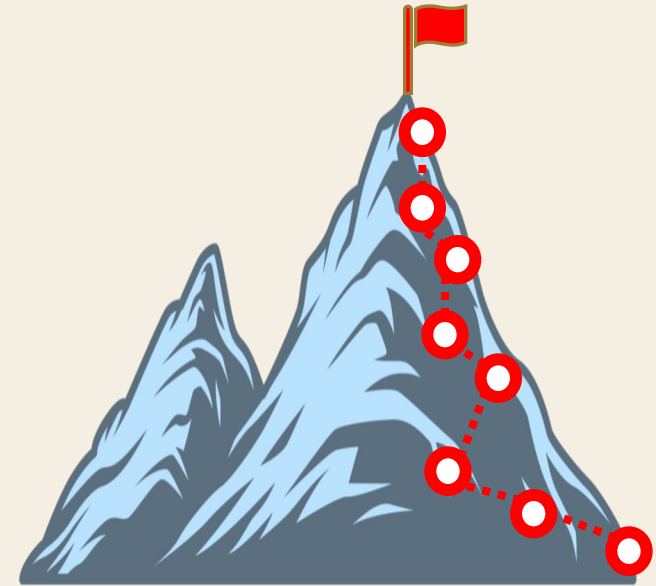
Questions?



Supplemental slides

What I do

- Amplify your organization's **ability to deliver user value** using the principles of lean, agile, systems thinking, and human dynamics.
- Catalyze your management team(s) **to navigate your own path** to greater agility and needed cultural shifts.
- Focus on the “why” and business outcomes — my **principles-driven approach allows us to experiment** with which practices work best in your context.
- Focus on helping leaders create **coherent organizational structures and processes** where teams can thrive.



My services

Transformation launch guidance

- Teach / coach transformation patterns and skills
- Readiness assessment
- Agile leadership team formation and coaching
- Coach creation and maintenance of your transformation backlog

System / team coaching

- Hands-on coaching for teams and teams-of-teams
- Value stream ID and optimization
- Agile / DevOps quality practices
- Ongoing leadership coaching

Workshops, training & facilitation

- Lean-agile implementation: frameworks, role training
- Train internal coaches

